



Wagner-Peyser and Workforce Investment Act

**Employment & Career Development Division
Training Academy**

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Wagner-Peyser and Workforce Investment Act

Objectives:

- Gain perspective of fundamental differences for Wagner-Peyser and Workforce Investment Act service delivery.
- Recognize commonalities between Wagner-Peyser and Workforce Investment Act services.
- Explore Wagner-Peyser and Workforce Investment Act histories.
- Develop understanding of integration between Wagner-Peyser and Workforce Investment Act services.
- Define Wagner-Peyser and Workforce Investment Act at their foundational levels.

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Overview: Wagner-Peyser and Workforce Investment Acts

Though the concept of one-stop centers is now the mainstay of employment services nationally, it is important to note how two federal acts have created the system in which we currently operate.

Wagner-Peyser Act (W-PA) was signed into law in 1933 by President Franklin D. Roosevelt to assist workers and businesses impacted by the Great Depression.



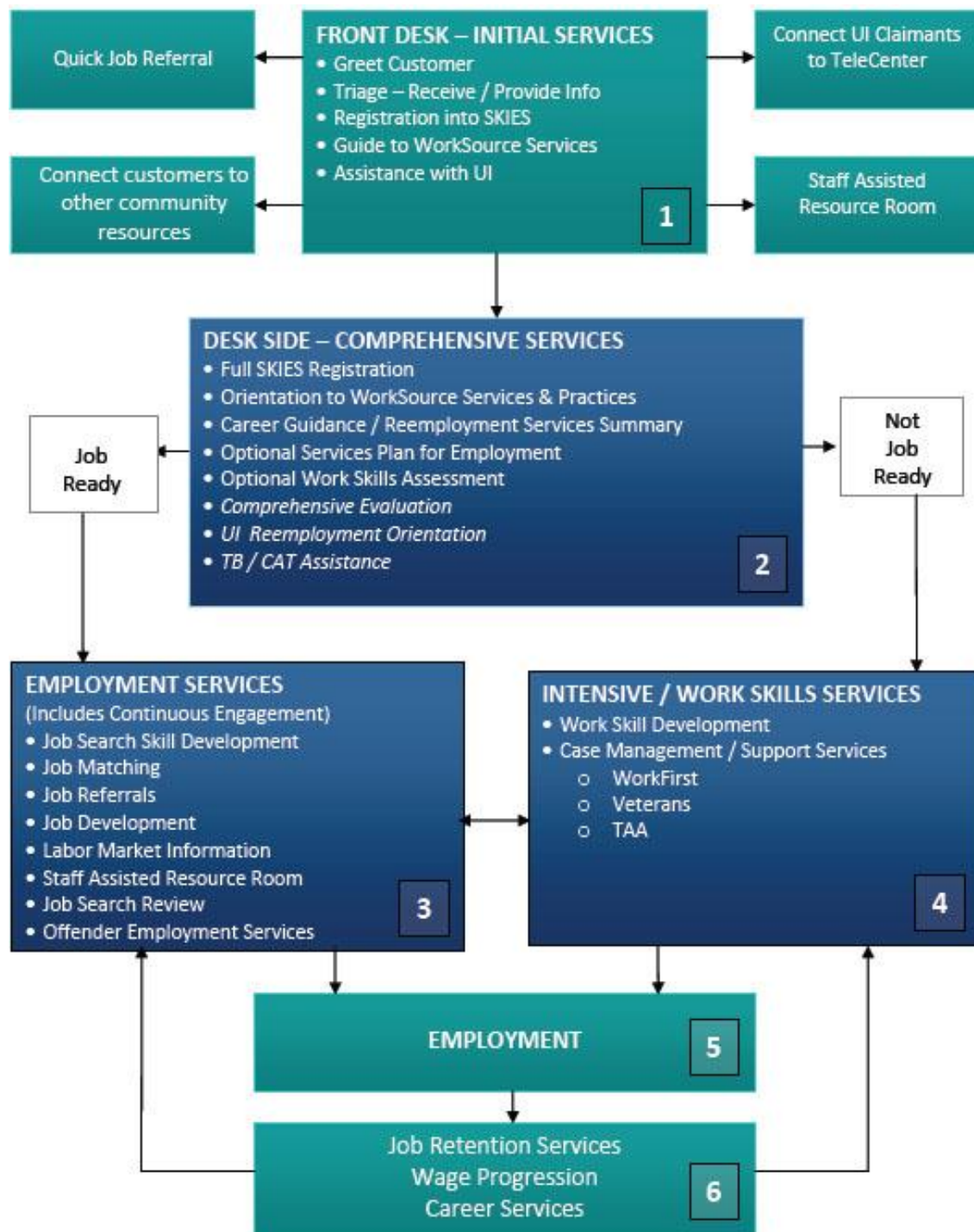
President Franklin D. Roosevelt signing in to law the Wagner-Peyser Act of 1933.
Wagner and Peyser are standing to the right of the President.

Workforce Investment Act (WIA) was created in 1998 to strengthen the foundations of the W-PA by creating a one-stop federally organized system that follows the same service mandates regardless of location in the United States.

There are many differences and similarities between both the W-PA and the WIA. Here are some brief points of interest to consider as you continue through this unit:

1. Integration of W-PA and WIA programs is about providing seamless service for the customer, regardless of the funding source or who the WorkSource representative reports to. Customers should receive services they want and need in a timely and efficient manner. Performance for each partner at a WorkSource office is important and functional integration does not take away from the need to meet performance outcomes regardless of funding source.
2. Functional integration refers to the ability of any individual representing WorkSource to provide seamless services and refer customers to any programs that best suit their reemployment needs.

3. Customers should not have to be aware of organizations, divisions, or which funding stream is paying for their services while participating in WorkSource.
4. Both acts require a consistent array of basic services, but each WorkSource center may offer additional services if there is local demand and sufficient regional resources.
5. We must work with all partners to avoid duplication of services and to work efficiently together. The objective is for customers to be seen as customers of the workforce investment system and not of a particular program. This objective is particularly important when focusing on targeted populations such as low-income and low-skilled workers.
6. The federal WIA empowers each state's governor to determine who has authority to establish and enforce standards for employment centers and affiliate sites. In Washington, the governor has given Employment Security Department (ESD) the responsibility for administering WIA and continuously improving the one-stop centers.
7. The WorkSource Standards and Integration Division (WSID) policy group is charged with looking at current policies for WIA and W-PA programs, as well as developing new policies that include standards and service components.
8. The current model for customer service flow was released to the WorkSource system in July of 2009. The "six box" model covers initial, comprehensive, employment, and intensive services as well as wage progression, career services, and job retention. The customer flow model is designed to reduce the obstacles eligibility issues create for staff as well as customers.



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Wagner-Peyser Act (W-PA) of 1933

The U.S. Employment Service (USES) was established 76 years ago under the W-PA in response to massive unemployment during the Great Depression. The Employment Service started as an agency to refer the unemployed to extensive public works programs established under the New Deal. During that time period, USES placed 26 million workers in jobs (Balducchi, Eberts, and O'Leary 2004, p. 250). It began the evolution of the federal-state partnership in providing labor exchange services to U.S. workers and has evolved over the years to meet changing economic and labor market challenges facing the nation. Washington State's Employment Security Department (ESD) was created in 1939.

Key Applications of the W-PA in Washington State

Employment services provided with W-PA funding are available to all job seekers and employers. Approximately 19 million people registered nationally for job search with W-PA in 2007 (ECDD, 2008). In the State of Washington, W-PA enrollment includes the short registration and initial assessment conducted by WorkSource staff.

The public labor exchange (PLE) system is a vital component of W-PA services across the nation. PLE systems in each state must have the capacity to:

- Facilitate the match between job seekers and employers,
- Provide labor market information to job seekers and employers,
- Make appropriate referrals to related employment and training programs,
- Meet the work test requirements of state unemployment compensation systems.

There are three tiers of services available for job seekers through W-PA funds:

1. **Self-assisted services:** internet-based job postings (Job Central and Go2WorkSource), resume preparation, unemployment insurance (UI) resources, Internet access, computers, faxes, phones, and skills assessment tools;
2. **Facilitated self-services:** access to resource rooms with more computer aids, staff assistance, resume and application review, referrals to training and other community resources;
3. **Staff-assisted services:** individualized screening, job matching, counseling, and the Job Hunter workshop series that enhances job search skill building.

The W-PA serves employers by:

- listing job vacancy orders and free online job posting,
- offering recruitment assistance and pre-screening of applications,
- providing temporary use of facilities,
- assisting with company closures and layoffs,
- sending referrals of suitable job candidates to fill vacancies, and
- providing information on local labor market activity.

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How ESD Operates Under W-PA

The level of service provided is consistent with ESD's commitment to universal access and customer choice. All UI claimants are made aware of the wide array of reemployment and retraining services available both within the local service delivery site and throughout the local community. Exactly which reemployment services and retraining opportunities an individual UI claimant may access depends on the claimant's needs, interests, program availability, and program eligibility requirements. WorkSource staff members continuously encourage claimants to fully utilize all of the self-service and group service opportunities available to them.

Labor Exchange, UI Work Test, Selection and Referral

To save on federal overhead, the responsibility of labor exchange has shifted to states and local entities. ESD manages labor exchange functions for the State of Washington as mandated by the governor. Under labor exchange, WorkSource delivers the following services:

- **Job Match:** search job seeker records to identify qualified applicants for a possible job referral using correlating O*Net Codes to decide upon an appropriate match between employer and job seeker.
- **Suitability for Employment / Screening Applicants:** review of job seeker records (resume and SKIES) and interview of the applicant to clarify qualifications.
- **Job Referral:** If an appropriate match has been determined and the job seeker agrees to meet with the employer, a referral is completed.

ESD assists UI in providing job search and placement services and in conducting work test (i.e., labor market availability and job search review) assessments of UI recipients.

The **UI work test** consists of:

- a) Referring, or attempting to refer, UI claimants to jobs for which they are qualified;
- b) Detecting any possible issues that affect the claimant's eligibility to receive benefits and promptly reporting them to UI; and
- c) Monitoring the accepted referral to determine whether the claimant contacted the employer and reported for the interview, the claimant's conduct during the interview, whether the claimant accepted the offer of a job and whether the claimant if hired, actually went to work.

Claimants should be given the opportunity for referral to any open job orders for which they qualify. A job match is often the most helpful service that can be provided to a claimant if there is an appropriate job opening available. Staff should conduct a job search through SKIES and refer all qualified UI claimants to existing job opportunities at every contact. The work test is completed when any information that could affect the claim is routed to appropriate staff and recorded in the SKIES Job Seeker records. UI work tests are also administered during job search review (JSR).

Claimant Placement Program (CPP)

This approach includes intensive group level job search activities and more personalized one-to-one services that lead to facilitated self-service and self-service. There is a greater use of electronic labor exchange technologies, and information and data sharing between Unemployment Insurance Claims Centers and the Labor Exchange system.

The intent of the federally mandated Worker Profiling and Reemployment Services (WPRS) system is to provide early identification, prioritization and intervention for "new" (UI) claimants who are most likely to exhaust regular benefits and to provide these claimants with reemployment services. WPRS is delivered as the UI Reemployment Orientation (UIRO) by CPP staff. Claimants are selected and called into a mandatory UI Reemployment Orientation. The class addresses the claimant's responsibility surrounding their unemployment benefits, describes the job search process, and introduces problem-solving strategies using various W-PA resources.

Job Hunter Modules

Group activities such as Job Hunter and UI Reemployment Orientation support customer movement to self-service. The modules in the Job Hunter Workshop Series are of variable duration and are conducted as a series of topics from which job seekers can pick and choose. These group level job search activities are open to all job seekers, and other point-of-service staff may refer their customers (e.g., Veterans, Migrant and Seasonal Farm

Workers, Dislocated Workers, WorkFirst, etc.) into the Job Hunter Workshop Series whenever such referral would benefit their customers.

The Job Hunter Workshop Series includes:

- UI Reemployment Orientation
- Skills and Abilities Analysis
- Job Search Strategies
- Perfecting Applications
- Effective Resumes and Cover Letters
- Interviewing Techniques

W-PA Mandates: Employment and Economic Information, and Go2WorkSource Websites

Employment and Economic Information - Provides customers with labor market information, including supply and demand data for occupations, wages by occupation, the occupations found within each industry, lists of industries, wages for each occupation by industry, and lists of local employers in each industry. Employment and Economic Information displays the most recent data and offers articles about employment for users to explore.

Go2WorkSource - Provides online access to Washington State job seekers and employers who are searching to find or fill a job. Job listings are posted by employers directly in WorkSource or through America's Job Bank and by WorkSource staff assisting the employer. Registered job seekers may post a resume, apply online for jobs, find career information and access their own online account. Registered employers may view resumes by skills or location, find labor market information and access their own online account. The Go2WorkSource website provides direct connections between job seekers and employers.

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Washington State W-PA Service Definitions

Self-Service - Self-service in its purest sense occurs when claimants receive absolutely no assistance from point-of-service staff. Claimants access whatever information they need through the service delivery site's resource area, from their business or home computer, or from a library, community center, or any other place where a public computer is available. Claimants conduct their own job search using the resources provided (e.g., personal computers, word processing and/or resume writing software, fax and copy machines, etc.), and online access to Internet-based tools (e.g., Go2WorkSource.com, esd.wa.gov, Job Central, America's Career InfoNet, etc.). There is generally no staff intervention.

Facilitated Self-Service - A service strategy wherein job seekers are provided access to self-service resources at a WorkSource site generally through a dedicated resource room. Some claimants have little experience either with computers, Internet capabilities, or adequate knowledge of successful job search practices. In these instances, some staff intervention (facilitated self-service) is necessary. This may be accomplished through immediate one-on-one assistance or by scheduling the claimant to attend a relevant module in the Job Hunter Workshop Series. Exactly what action is most appropriate will depend on the individual situation. It is expected that as claimants become more capable in this area, the need for staff intervention will diminish. A user friendly resource area is probably the most important component in the self-service/facilitated self-service concept. It is essential that it be as user friendly as possible to claimants with disabilities.

One-On-One Services - A service strategy wherein claimants are provided individual attention. This strategy is employed only when a claimant has demonstrated an inability to participate in self-service, facilitated self-service, or group services, or when a particular service cannot be provided through other means (e.g., individual employment counseling, employability planning, etc.). One-on-one services may be provided by any point-of-service staff. Claimants are encouraged to return to the self-service, facilitated self-service, or group service approaches once their more intensive needs have been addressed.

Job-Development - The process whereby WorkSource staff solicits and secures job interviews for individual claimants who have marketable skills and abilities, but for whom there are no suitable job openings available.

Employability Planning - A process that identifies a planned series of actions leading to employment and specifies items such as employment goals, training, and support services to be provided by ESD or by another service provider to which the claimant is referred.

State Bonding - The process whereby WorkSource staff obtains fidelity bonding coverage through the State Bonding Program for qualified claimants who, due to their previous personal or employment history, could not otherwise obtain it.

Group Services - A service strategy wherein groups of job seekers are provided the skills necessary to find and secure their own jobs. This is accomplished through the six modules in the Job Hunter Workshop Series or a comparable series that is consistent with Job Hunter Quality Standards. This can also include job clubs.

Job Search Review (JSR) - After receiving five weeks of Unemployment Insurance (UI) benefits, active claimants, with the exception of claimants who are employer attached (members of full-referral unions or on standby)

or in Commissioner Approved Training (CAT), will be subject to review and verification of job search activities. These targeted UI claimants will be randomly selected by GUIDE and scheduled by WorkSource JSR staff to report in person showing their documented job search activities. This action is required by the Revised Code of Washington (RCW) 50.20.240.

Job Referral - The act of bringing an applicant (or group of applicants) who is actively seeking employment to the attention of an employer who placed a suppressed job order with the local service delivery site.

Testing (Work Skills Assessment) - A standardized means of measuring a claimant's possession of, interest in, or ability to acquire job skills and knowledge.

Training - When a claimant's skills and experience are no longer needed in the labor market, staff may refer the claimant to, and place the claimant in WIA Title I B Institutional Training, Job Corps, or any other federal, state, or local training program for which the claimant qualifies.

Referral to Support Services - A referral to services designed to assist a claimant to achieve physical, mental, social or economic well being and reduce or eliminate barriers to employment. These include health and medical services, child care, emergency financial services, relocation assistance, residential support, nutritional and legal services. Examples are referrals to rehabilitation facilities, health and welfare service agencies, remedial services, other agencies providing Veterans' services, WIA Title I B programs for intake other than On-the-Job Training or work experience, referral to Job Corps, referral to military recruiters and referral to other federal and state training programs.

Referral to Educational Services - A referral to a program or course designed to develop competency in basic educational skills such as reading, comprehension, mathematics, writing, speaking and reasoning, and/or programs leading to educational credentials such as a GED, high school diploma, or college degree. This may include English as a Second Language (ESL) training.

Labor Market Data - ESD collects, analyzes and disseminates job-related data relating to Washington and its regions and communities. The department publishes numerous reports, including monthly unemployment and job-growth/loss announcements, twice-a-year job-vacancy surveys, average-wage information, job-benefits reports, etc. An exhaustive array of information is available online through the agency's main web site, www.esd.wa.gov, or through the [Employment and Economic Information](#) website.

Trade Adjustment Assistance (TAA) - The TAA program helps workers who have lost their jobs as a result of foreign trade. The TAA program offers

a variety of benefits and services to eligible workers, including job training, income support, job search and relocation allowances, a tax credit to help pay the costs of health insurance, and a wage supplement to certain reemployed trade-affected workers 50 years of age and older.

Priority of Service (POS) – The right to take precedence over non-covered persons and to receive Department of Labor funded services or resources instead of a non-covered person when resources are limited. A POS customer is a veteran (discharged under “other than dishonorable” conditions), active service member, or eligible spouse.

The programs affected include, but are not limited to:

- Workforce Investment Act (WIA) Adult and Dislocated Worker formula-funded program
- Wagner-Peyser Employment Services
- Trade Act programs
- National Emergency Grants
- Senior Community Service Employment Program (SCSEP)
- Migrant and Seasonal Farm Worker program
- Indian and Native American program
- H-1B Technical Skills Training Grants
- Job Corps
- WIA Demonstration Projects
- Youth Opportunity Grants
- WIA Youth formula-funded program
- Labor Market Information Formula Grants
- Career One-Stop Electronic Tools and other Internet-based self-service tools operated by DOL grantees

VETS – Veterans’ Employment and Training Service funded by the U.S. Department of Labor. The mission statement for VETS is to provide veterans and transitioning service members with the resources and services to succeed in the 21st century workforce by maximizing their employment opportunities, protecting their employment rights and meeting labor-market demands with qualified veterans today.

LVER – Local Veterans’ Employment Representatives through VETS.

DVOP – Disabled Veterans’ Outreach Program through VETS.

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Bridging the Workforce Investment Act (WIA) of 1998 and W-PA

Employment Security Department (ESD), the Washington State W-PA service delivery system, is closely linked with the Workforce Investment Act programs and the unemployment insurance system, while still preserving its independence as a separate authorization and distinct funding source.

The Workforce Investment Act of 1998 (WIA) requires ESD to be a full partner in state one-stop delivery systems. By federal regulation there must be at least one comprehensive one-stop career center in every Workforce Investment area; ESD is one of twelve specific partners co-located at one physical location in the WIA area. ESD is a compulsory, foundation partner in all comprehensive one-stop centers and leads the provision of core services at every one-stop location throughout the state.

Title III of WIA amends the W-PA to require that employment service / job service activities become part of the one-stop system and established a national employment statistics initiative. It requires linkages between the W-PA programs and Trade Adjustment Assistance (TAA).

In their WIA state plans, states are required to describe how they will ensure coordination and avoid duplication between WIA Title I and Wagner-Peyser activities. In addition, a state's Wagner-Peyser plans are a required component of its WIA plans. States may use Wagner-Peyser funds to supplement funding of any workforce activity carried out under WIA, as long as these conditions are met:

- The activity meets the requirements of the W-PA.
- The activity serves the same individuals as those served under the W-PA.
- The activity provides services that are coordinated with services under the W-PA.
- The funds supplement, rather than supplant, funds provided from non-federal sources.

Improved access to WIA-funded training and to support services could have distinct benefits for Wagner-Peyser participants, particularly because training cannot be supported by Wagner-Peyser funds. Giving Wagner-Peyser clients better access to WIA services could increase their educational attainment and skills, increase their access to better jobs, improve job retention and advancement, and lead to higher incomes.

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Workforce Investment Act (WIA) of 1998

The Workforce Investment Act of 1998 established the framework for a workforce preparation and employment system designed to meet both the needs of the nation's businesses and the needs of job seekers and those who want to further their careers.

Elements of WIA

- a. Training and employment programs must be designed and managed at the local level where the needs of businesses and individuals are best understood.
- b. Customers must be able to conveniently access the employment, education, training and information services they need at a single location in their neighborhoods.
- c. Customers should have a choice in deciding the training program that best fits their needs and the organizations that will provide that service.
- d. Customers have a right to information about how well training providers succeed in preparing people for jobs.
- e. Businesses will provide information, leadership and play an active role in ensuring that the system prepares people for current and future jobs.

Planning and Oversight of WIA

Each state establishes both State and local Workforce Investment Boards. The State board establishes a five year strategic plan describing statewide workforce development activities, explaining how the requirements of the Act will be implemented and outlining how special population groups will be served. The plan, which must also include details about how local Employment Service /Job Service activities fit into the new service delivery structure, must be submitted to the Secretary of Labor. The State Board will advise the governor on ways to develop the statewide workforce investment system and a statewide labor market information system. The state board will also help the governor monitor statewide activities and report to the Secretary of Labor.

Local Workforce Investment Boards, in partnership with local elected officials, will plan and oversee the local system. Local plans will be submitted for the governor's approval. Local boards designate "One-Stop" operators and identify providers of training services, monitor system performance against established performance measures, negotiate local performance measures with the state board and the governor and help develop the labor market information system.

Youth councils will be established as a subgroup of the local board to develop parts of the local plan relating to youth, recommend providers of youth services, and coordinate local youth programs and initiatives.

STATE WORKFORCE INVESTMENT BOARD

Governor
Two members of each chamber of the State Legislature
Representatives appointed by the governor, Including
 Business (majority)
 Elected officials
 Labor organizations
 State agency heads
 Individuals with experience in delivering programs and other service



LOCAL WORKFORCE INVESTMENT BOARDS

Appointed by local elected official. The governor's criteria for appointment:
 Majority must be business representative
 Must include representatives of:
 Education providers
 Labor organizations
 Community based organizations (including those serving disabled individuals and veterans)
 Economic development agencies
 One Stop program partners
 Others appointed by the local elected officials



LOCAL YOUTH COUNCIL

Appointed by local board
 Members of local board
 Representatives of:
 Youth service agencies
 Local public housing authorities
 Parents of youth seeking help
 Job Corps
 Other agencies

One-Stop Systems

The most important aspect of the Workforce Investment Act is its focus on meeting the needs of businesses for skilled workers and training, education and employment needs of individuals. Key components will enable customers to easily access the information and services they need through the "One-Stop" system: empower adults to obtain the training they find most appropriate through Individual Training Accounts and ensure that all State and local programs meet customer expectations.

The system is based upon the "One-Stop" concept where information about, and access to, a wide array of job training, education and employment services is available for customers at a single neighborhood location.

Customers will be able to easily:

- Receive a preliminary assessment of their skill levels, aptitudes, abilities and support service needs.
- Obtain information on a full array of employment related services, including information about local education and training service providers.
- Receive help filing claims for unemployment insurance and evaluating eligibility for job training and education programs or student financial aid.
- Obtain job search and placement assistance, and receive career counseling.
- Have access to up-to-date labor market information which identifies job vacancies, skills necessary for in-depth jobs and provides information about local, regional and national employment trends.

One-Stop Partners

One-Stop Partners Required by Title I of the Workforce Investment Act.

- Adults
- Dislocated Workers
- Youth
- Employment Services
- Adult Education
- Postsecondary Vocational Education
- Vocational Rehabilitation
- Welfare to Work
- Title V of the Older American's Act
- Trade Adjustment Assistance

- Veterans Employment and Training
- Community Services Block Grant Office of Community Services
- Employment and training activities by the Department of Housing and Urban Development
- Unemployment Insurance
- Job Corps
- Bureau of Apprenticeship and Training

Other human resources programs partners that may participate in the one-stop:

- Transportation
- TANF
- USDA Food Stamp Employment and Training Program

The act specifies three funding streams to the states and local areas: adults, dislocated workers, and youth.

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Adults and Dislocated Workers

Most services for adults and dislocated workers will be provided through the one-stop system and most customers will use their individual training accounts to determine which training program and training provider fit their needs.

The act authorizes “core” services (which will be available to all adults with no eligibility requirements) and “intensive” services for unemployed individuals who are not able to find jobs through core services alone. In some cases intensive services will also be available to employed workers who need to find or keep a job. While services for adults and dislocated workers may be the same, there are separate funding streams for dislocated workers.

Core services will include job search and placement assistance (including career counseling); labor market information (which identifies job vacancies, skills needed for in-demand jobs, and local, regional and national employment trends); initial assessment of skills and needs; information about available services and some follow-up services to help customers keep their jobs once they are placed.

Intensive services will include more comprehensive assessments, development of individual employment plans, group and individual counseling, case management and short-term pre-vocational services.

In cases where qualified customers receive intensive services and are still not able to find jobs, they may receive training services which are directly linked to job opportunities in their local area. These services may include occupational skills training, on-the-job training, entrepreneurial training, skills upgrading, job readiness training, and adult education and literacy activities in conjunction with other training.

If adult funds are limited in an area, recipients of public assistance and low-income clients will be given priority for service.

WIA also authorizes the provision of supportive services (e.g. transportation) to assist participants receiving the other services and the provision of temporary income support to enable participants to remain in training.

Youth

Eligible youth will be low-income, ages 14 through 21 (although up to five percent who are not low-income may receive services, if they face certain barriers to school completion or employment). Youth customers also must face one or more of the following challenges to successful workforce entry: (1) school dropout; (2) basic literacy skills deficiency; (3) homeless, runaway, or foster child; (4) pregnant or a parent; (5) an offender; or (6) need help completing an educational program or securing and holding a job. At least 30 percent of local youth funds must help those who are not in school.

Youth will be prepared for postsecondary educational opportunities or employment. Programs will link academic and occupational learning. Service provided will have strong ties to employers. Programs must also include tutoring, study skills training and instruction leading to completion of secondary school (including dropout prevention); alternative school services; mentoring by appropriate adults; paid and unpaid work experience (such as internships and job shadowing); occupational skills training; leadership development; and appropriate supportive services. Youth participation will also receive guidance and counseling, and follow-up services for at least one year, as appropriated.

WIA Accountability

As individuals become empowered to choose the services they require, states, local areas, and providers of those services will become more accountable for meeting those needs.

For adults and “dislocated” workers, measures for the rates of entry into unsubsidized employment, job retention, post-placement earnings, and

acquired education and skill standards for those who obtain employment will be established.

Measurements for older youth (19 – 21) will also include the attainment of a high school diploma (or its equivalent) for those who enter postsecondary education or advanced training as well as for those who get jobs. Measures for youth (14 – 18) will include rates of basic skills and work readiness or occupational skills attainment, attainment of high school diplomas (or the equivalent) and placement and retention in postsecondary education, advanced occupational training, apprenticeship, the military or employment. These measures apply to both statewide and local performance.

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WorkSource Initiative Framework (Washington Works)

At a time when more and more Washingtonians require workforce services, there are fewer resources with which to serve them. The traditional WorkSource model of discrete labor exchange and training services hinders delivering a wide arrange of continuous skill upgrades that support career pathways and promote wage increases over time for customers, other than those enrolled in WIA programs. There are major variations in the design and delivery of services at WorkSource centers and affiliates across the state.

Driving this framework are the needs for WorkSource centers and affiliate sites to:

1. Provide a more effective, consistent and efficient approach to delivering employer and job-seeker services,
2. Focus on helping low-income, low-skilled populations obtain jobs and develop their skills to become economically self sufficient, and
3. Serve customers jointly through the integration of services delivered by Workforce Development Councils (WDC) and Employment Security Department (ESD) Labor Exchange.

In November 2006, the Workforce Training and Education Coordinating Board responded to the governor's call for a more integrated workforce development system by unanimously adopting Washington Works; Strengthening the Workforce for Washington's Future. The report called for improving the integration of services among partners in the workforce development system. The compact directed the Workforce Board and ESD to work with the WDCs to develop a highly integrated workforce development system. The mandate was made that the Workforce Board, its partners and the system they comprise become more:

- Sharply focused – able to more easily and quickly respond to gubernatorial goals and deploy system resources to skill gap closing strategies.
- Customer driven – eager at every level to form partnerships with business and labor to leverage government resources and make certain public investments respond to the specific needs to the workplace
- Opportunistic – willing to try promising new approaches.
- Accountable – not just within the individual agencies but for the effectiveness of initiatives that cross agency lines
- Fully Integrated – presenting itself as a seamless system to the companies and workers that seek its services.

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Statewide Service Delivery Design:

- 1. Shared ownership of customers:** Integrated service delivery requires shared ownership of WIA Adult and Dislocated Worker, labor exchange, Trade Adjustment Assistance (TAA) and ESD employment program customers when it is efficient to do so and results in improved services to job seekers. One-stop staff members work mutually to serve those identified customers and to achieve shared performance standards, with the goal of getting customers connected with as many services as they need for success in as seamless a manner as possible.
- 2. Standardized customer flow:** Customer flow describes the sequence and manner through which customers will receive services at each center. Elements include welcoming, orientation, collection of basic information, including existing skills, a more comprehensive assessment (where appropriate), career planning, referral to skill development or employment opportunities, customer follow-through and continuous engagement. Not all customers will require all services, and some may require additional services. To work effectively, this sequenced customer interaction is based on customer need, not individual program requirements.
- 3. Integration of service functions:** A functionally integrated environment has WIA, TAA and ESD labor exchange and other employment services staff working together to address customers' needs with as many services as possible, regardless of program. Each of the three functions below must be integrated and the functions must align with each other so that job seekers and business customers have easy access to all the services available in the WorkSource center.

- 4. Front-end function:** This function is critical, as it is the place where the relationship with customers begins. To ensure that all WorkSource customers receive a basic level of service and they experience consistent, quality-driven environments, services and staff, a set of minimum guidelines and expectations for managing customer traffic at each WorkSource center and affiliate in the state has been adopted by the Washington Workforce Association (WWA) and ESD.
- 5. Skills/employment function:** The purpose of this function is for customers to have the opportunity to know their skills and identify skill deficits and other employment barriers, to increase their skills and to find employment based on their skills. Based upon the outcome of an initial skills assessment, customers receive the service(s) tailored to help them reach their employment goals. A services menu or set of tools for staff to assist customers in assessing and increasing their skills and securing employment is needed in the center. Available services, at a minimum, include a more in-depth or additional assessment, employability planning, job search assistance, skill development opportunities and on or off site referral to suitable short and longer term training. Additionally, even after customers complete their goals at the center, this function re-emerges customers periodically over time to help them advance on their paths. Customers identified as exclusively labor exchange (e.g. migrant and seasonal agricultural workers and seasonal fair workers) will receive a different mix of services focused on finding immediate employment.
- 6. Employer services function:** This function of the WorkSource center includes ready access to current and projected labor market information, coordinated business outreach with emphasis on businesses with employment needs that match the skill base of WorkSource job seekers, assessment of business needs, and developing and implementing hiring solutions to meet their needs. Job seekers using WorkSource services must be provided with employment opportunities consistent with their skills and abilities.

For each function described above, baseline services and offerings will be expected across all WorkSource sites. As appropriate for its community, each WDC may set standards above or in addition to the minimum statewide standards and will continue to develop local operational policies.

Additionally, outcomes and administrative responsibilities for each of their programs without burdening customers while implementing this function.

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